

Waste Management Program Redesign Improvement Opportunities Matrix (Internal and External)

Update: October 21, 2004

Customer Service	Innovation	Training	Management & Process	Environment	Financial
<ol style="list-style-type: none"> 1. Develop system of communication that produces open exchange and use of ideas (internal & external) and coordinate better with other programs 2. Improve consistency and predictability in decision making so customers know what they are getting 3. Keep deadlines and make timely decisions (cost to business) 	<ol style="list-style-type: none"> 1. Improve IT systems to increase efficiency of business processes 2. Enhance internal & external stakeholder relationships to provide opportunities for open discussion of issues 3. Partner with external stakeholders to identify opportunities which encourage risk taking to achieve environmental gains 4. Become; more holistic, ensure results – follow through. 5. Anticipate future needs and issues and take action 	<ol style="list-style-type: none"> 1. Train staff in order to maintain technical parity with industry served and to increase staff knowledge of political, social and economic issues and trends – share technology training between industry and DNR 2. Foster support mechanisms among staff(mentoring) 3. Provide staff career ladder-define skill sets for positions 	<ol style="list-style-type: none"> 1. Modify business practices and become less process oriented 2. Address centralized vs decentralized staffing and decision-making 3. Formalize process for internal technical peer review 4. Modify landfill siting and plan review (streamline, less cumbersome) 5. Review code requirements, modify to address both changes in technology and cumbersome applications 	<ol style="list-style-type: none"> 1. Confirm commitment to environment and the public 2. Use data to make decisions and track performance in order to show the relationship of this work on impacts to the environment 3. Focus inspections on where get most benefit 4. Find ways to go beyond compliance for more environmental benefit 	<ol style="list-style-type: none"> 1. Secure, stabilize and diversify funding sources 2. Adopt positive relationships with our legislators 3. Demonstrate the contribution of “waste as a resource” to environment and long-term financial cost reductions 4. Identify work activities to reduce/eliminate due to budget reductions and manage staff workload

Context: This table is a collection of potential Waste Management Program improvement opportunities suggested by our internal and external stakeholders. Additions or clarifications may be made as redesign discussions continue. Recommended solutions to address these opportunities will be weighed against program redesign criteria to determine inclusion in the redesign. Some of the opportunities appear in more than one category. Opportunities specific to structure will be addressed in a separate document to be addressed after modifications to our business functions have been defined. This is done purposely to ensure that the changes to structure support the management systems and business functions used in the program in the future.